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Human resources management

Mobility

Report of the Secretary-General

Summary

The present report is submitted pursuant to General Assembly resolution 68/265 and is a continuation of reports submitted by the Secretary-General to the Assembly since the sixty-ninth session. It provides an update on the progress made towards the implementation of the mobility and career development framework. The next report to the seventy-third session will contain the comprehensive review of the framework, as requested by the Assembly in its resolution 68/265.

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I. Introduction

1. The General Assembly, in its resolution 68/265, approved the refined managed mobility and career development framework and requested annual reports on mobility until the seventy-second session. The present report is the fourth such report and provides an update on the implementation of the Political, Peace and Humanitarian Network (POLNET) in 2016 and 2017 and an overview of the launch of the Information and Telecommunication Technology Network (ITECNET) in 2017. It also contains information on mobility trends, mobility costs, external recruitment and key performance indicators.

2. The mobility and career development framework, now renamed the staff selection and managed mobility system (new system), has the following three main objectives: (a) to enable the Organization to better retain and deploy a global, dynamic, adaptable and engaged workforce which can effectively meet current and future mandates and evolving operational needs; (b) to provide staff members with broader opportunities to pursue career development and contribute to the Organization and enable staff members to further acquire new skills, knowledge and experience within and across departments, functions and duty stations; and (c) to ensure that staff members have equal opportunities for service across the United Nations and that, for relevant functions, there is a fair sharing of the burden of service in difficult duty stations.

3. The new system consists of two parts:

(a) Managed mobility: an internal process for the lateral movement of staff members, in which serving staff members express interest in encumbered positions. Staff members participating in the process are those who have reached either their maximum position occupancy limit[1] in the second year of network implementation or their minimum position occupancy limit[2] for those who choose to opt in;

(b) Filling of vacancies: the advertisement of existing and anticipated vacant positions, open to all candidates (external and internal) for selection.

4. The first job network, POLNET, was launched in 2016. The second job network, ITECNET, was implemented in 2017.

II. Update on the implementation of the new staff selection and managed mobility system for the Political, Peace and Humanitarian Network

A. Managed mobility

Opt-in managed mobility exercise in 2016

5. In the first year of the operationalization of POLNET, the managed mobility exercise was "opt-in" and therefore staff members who had reached their maximum

[1] The maximum period of time a staff member is normally allowed to serve in a rotational position. The maximum position occupancy limit is seven years for duty stations classified H and A, four years for duty stations classified B and C and three years for duty stations classified D and E. Duty station classification is established by the International Civil Service Commission (ICSC).

[2] The minimum period of time a staff member is normally required to serve in a rotational position before being able to participate in a managed mobility exercise or apply to a vacant position. The minimum position occupancy limit is two years of continuous service in a position in duty stations classified H, A, B and C, and one year of continuous service in duty stations classified D and E. Duty station classification is established by ICSC.

position occupancy limit were not automatically subject to lateral reassignment. In the two managed mobility exercises that took place in 2016, 601 staff members opted in and 188 were deemed eligible to participate. Of those, 33 staff members (18 per cent) were from non-hardship duty stations and 155 (82 per cent) were from hardship duty stations; there were a total of 53 female staff members (28 per cent) and 135 male staff members (72 per cent), as set out in table 1.

Table 1
Opt-in managed mobility participants in POLNET by classification of duty station and gender, 2016

	Participants			
Classification of duty station	*Female*	*Male*	*Total*	*Percentage*
Non-hardship	13	20	33	18
Hardship	40	115	155	82
Total	**53 (28%)**	**135 (72%)**	**188 (100%)**	

6. Of the 188 eligible staff members in 2016, 60 (32 per cent) were recommended for placement. In terms of burden-sharing, most of the participants (85 per cent) were from hardship duty stations, and 6 staff members (10 per cent) were recommended for placement from hardship to non-hardship duty stations while 6 staff members (10 per cent) were recommended for placement from non-hardship to hardship duty stations.

7. It is of interest to note that not all staff members from hardship duty stations expressed interest in moving to non-hardship duty stations: among the 155 participants from hardship duty stations, 37 staff members (24 per cent) expressed interest only in other hardship (D and E) duty stations.

8. Of those recommended for placement, 32 per cent were women, which increased the representation of the 28 per cent of female staff members who participated in the process (see table 2). Of the 60 staff members recommended for placement as a result of the exercise in 2016, 90 per cent were recommended to positions in which they expressed interest.

Table 2
Opt-in managed mobility placements in POLNET by classification of duty station and gender, 2016

	Placements			
Movement	*Female*	*Male*	*Total*	*Percentage*
Hardship duty station to hardship duty station	15	30	45	75
Hardship duty station to non-hardship duty station	2	4	6	10
Non-hardship duty station to hardship duty station	1	5	6	10
Non-hardship duty station to non-hardship duty station	1	2	3	5
Total	**19 (32%)**	**41 (68%)**	**60 (100%)**	

9. There were a number of reasons why not all the participants could be placed. Staff members provided a list of positions in which they were interested, but that list did not always include positions for which they were also suitable. Programme managers also provided their preferences, which did not always match the interests of participating staff members. The Job Network Board considered several factors when making placement recommendations, including the findings of the Special Constraints Panel and the preferences of both programme managers and staff members.

10. Of the 60 placements, 25 staff members were not able to move to their new positions for a variety of reasons, including visa issues, the downsizing of missions after the start of the exercise and funding issues. In order for a staff member to be able to participate, the funding of their position had to be guaranteed for two years. As most of the positions in POLNET are funded annually, that requirement was extremely difficult for many field offices to meet. As a result, only 35 of the 60 staff members moved. Of those 35, 33 were geographic moves.

Mandatory managed mobility exercise in 2017

11. In 2017, the second year of the operationalization of POLNET, staff members who reached their maximum position occupancy limit were required to participate in managed mobility. The final compendium of position announcements for the 2017 managed mobility exercise consisted of 113 participating positions: 83 from the mandatory population and 30 eligible opt-ins; 31 were women (27 per cent) and 82 were men (73 per cent); and 44 were from non-hardship duty stations (39 per cent) and 69 were from hardship duty stations (61 per cent) (see table 3). Of the eligible group (107 staff and 113 positions),[3] 34 staff members (32 per cent) were recommended for placement (see table 4).

Table 3
Mandatory managed mobility participants in POLNET by classification of duty station and gender, 2017

	Participants			
Classification of duty station	*Female*	*Male*	*Total*	*Percentage*
Non-hardship	15	29	44	39
Hardship	16	53	69	61
Total	**31 (27%)**	**82 (73%)**	**113 (100%)**	

Table 4
Mandatory managed mobility placements in POLNET by classification of duty station and gender, 2017

	Placements			
Movement	*Female*	*Male*	*Total*	*Percentage*
Hardship duty station to hardship duty station	5	14	19	56
Hardship duty station to non-hardship duty station	1	2	3	9

[3] Six more staff members originally participated in the exercise, but subsequently vacated their positions (through selections or separations).

Movement	Placements			
	Female	Male	Total	Percentage
Non-hardship duty station to hardship duty station	0	2	2	6
Non-hardship duty station to non-hardship duty station	5	5	10	29
Total	**11 (32%)**	**23 (68%)**	**34(100%)**	

B. Filling of vacancies

Vacancy exercises in 2016 and 2017

12. There were 463 job openings (for a total of 530 positions) in the POLNET vacancy exercises for 2016 and 2017.[4] Among those, there were a total of 269 "recruit from roster" job openings (for 312 positions) and 194 position-specific job openings (for 218 positions).

13. Table 5 provides the distribution of the 369 completed job openings (representing 418 selections) by job family in POLNET as at 31 December 2017. The remaining 94 job openings are at various stages of being filled.

Table 5
Completed job openings in vacancy exercises in POLNET by job family as at 31 December 2017

Job family	Number of job openings	Percentage
Political affairs	185	50
Human rights affairs	92	26
Rule of law	26	6
Civil affairs	20	6
Security institutions	18	5
Humanitarian affairs	16	4
Electoral affairs	12	3
Total	**369**	**100**

14. A notable achievement in the consideration of organizational priorities by the Job Network Board and the Senior Review Board in their selection recommendations can be seen in the gender parity data. Of the 418 completed selections as at 31 December 2017, there was a higher proportion of women (57 per cent) than men (43 per cent) (see table 6).

[4] Some job openings are for multiple positions, so the number of positions and selections is greater than the number of job openings.

Table 6
Vacancy selections in POLNET by gender and grade level as at 31 December 2017

	Female		*Male*		
Category grade	*Number of selections*	*Percentage of grade*	*Number of selections*	*Percentage of grade*	*Total number of selections*
D-2	4	80	1	20	5
D-1	5	50	5	50	10
P-5	37	53	33	47	70
P-4	81	58	59	42	140
P-3	96	55	78	45	174
P-2	15	79	4	21	19
Total	**238**	**57**	**180**	**43**	**418**

15. The objective of ensuring a fair sharing of the burden of service in hardship duty stations is relevant only for serving staff, not external recruitments.[5] As the data in table 7 illustrate, 18 per cent of staff selections from hardship duty stations were movements to non-hardship duty stations, and 46 per cent of staff selections from non-hardship duty stations were movements to hardship duty stations. In other words, 34 per cent (90 of 266) of the staff selections resulted in a shift from hardship to non-hardship or vice versa.

Table 7
Burden-sharing between hardship and non-hardship duty stations through vacancy exercises in POLNET as at 31 December 2017

	Selection to hardship duty station		*Selection to non-hardship duty station*		
Duty station	*Number*	*Percentage*	*Number*	*Percentage*	*Total number*
Non-hardship	69	46	81	54	150
Hardship	95	82	21	18	116
Total	**164**	**62**	**102**	**38**	**266**

C. Surge, start-up or humanitarian emergencies

16. In order to ensure effective mandate implementation under the peace and security, development and human rights pillars, POLNET departments and offices were able to recruit outside the semi-annual staffing exercises in order to meet critical operational needs due to surge, start-up or humanitarian emergencies. The majority of exceptions related to surge requirements (see table 8).

[5] The selections presented in table 7 reflect selections for candidates who have internal Inspira accounts.

Table 8
POLNET job openings approved for posting outside the new system

Reason for recruitment	*Positions*
Surge	45
Start-up	30
Humanitarian emergencies	4
Total	**79**

III. Update on the implementation of the new staff selection and managed mobility system for the Information and Telecommunication Technology Network

A. Managed mobility

17. In the first year of the operationalization of ITECNET, the managed mobility exercise was conducted on an "opt-in" basis and therefore staff members who had reached their maximum position occupancy limit were not automatically subject to lateral reassignment. In the managed mobility exercise of 2017, 91 staff members opted in and 38 were deemed eligible to participate. One staff member was selected for a vacancy and withdrew. Of the remaining 37 participants, 46 per cent were from non-hardship duty stations and 54 per cent were from hardship duty stations, and 16 per cent (six) were women and 84 per cent (31) were men (see table 9).

Table 9
Opt-in managed mobility participants in ITECNET by classification of duty station and gender, 2017

	Participants			
Classification of duty station	*Female*	*Male*	*Total*	*Percentage*
Non-hardship	3	14	17	46
Hardship	3	17	20	54
Total	**6 (16%)**	**31 (84%)**	**37 (100%)**	

18. Of the 37 participants, 18 staff members (49 per cent) were recommended for placement. All staff members were recommended for positions for which they expressed interest. With regard to burden-sharing, two staff members (11 per cent) were recommended for placement from hardship to non-hardship duty stations and two staff members (11 per cent) were recommended for placement from non-hardship to hardship duty stations. Of those recommended for placement, 22 per cent were women (see table 10). It should be noted that the female placement rate of 22 per cent is an increase from the female participation rate of 16 per cent.

Table 10
Opt-in managed mobility placements in ITECNET by classification of duty station and gender, 2017

Movement	*Placements*			
	Female	*Male*	*Total*	*Percentage*
Hardship duty station to hardship duty station	2	7	9	50
Hardship duty station to non-hardship duty station	0	2	2	11
Non-hardship duty station to hardship duty station	0	2	2	11
Non-hardship duty station to non-hardship duty station	2	3	5	28
Total	**4 (22%)**	**14 (78%)**	**18 (100%)**	

B. Filling of vacancies

19. In the ITECNET vacancy exercise for 2017, there were a total of 11 job openings (for 11 positions). All 11 were in the job family of Information Management Systems and Technology. Among those, five were "recruit from roster" job openings and six were position-specific job openings. Four of the job openings were located at Headquarters duty stations (New York, Geneva and Vienna) and seven were in field duty stations; eight were job openings in the Professional category and three were in the Field Service category. All job openings were completed as at 31 December 2017, and totalled five female and six male selections (see table 11).

Table 11
Vacancy selections in ITECNET by gender and grade level as at 31 December 2017

Category grade	*Female*		*Male*		*Total number of selections*
	Number of selections	*Percentage of grade*	*Number of selections*	*Percentage of grade*	
P-5	0	0	2	100	2
P-4	0	0	2	100	2
P-3	0	0	1	100	1
P-2	3	100	0	0	3
FS-7	1	100	0	0	1
FS-6	1	50	1	50	2
Total	**5**	**45**	**6**	**55**	**11**

20. The objective of ensuring a fair sharing of the burden of service in hardship duty stations pertains to serving staff, not external recruitment.[6] As the data in table 12 illustrate, 33 per cent of staff selections from hardship duty stations were movements to non-hardship duty stations and 33 per cent of staff selections from non-hardship duty stations were movements to hardship duty stations. In other words, 33 per cent (3 of 9) of the staff selections resulted in a move from hardship to non-hardship duty stations or vice versa.

[6] The selections presented in table 12 reflect selections for candidates with internal Inspira accounts.

Table 12
Burden-sharing between hardship and non-hardship duty stations through vacancy exercises in ITECNET as at 31 December 2017

	Selection to hardship duty station		*Selection to non-hardship duty station*		
Duty station	*Number*	*Percentage*	*Number*	*Percentage*	*Total*
Non-hardship	2	33	4	67	6
Hardship	2	67	1	33	3
Total	**4**	**44**	**5**	**56**	**9**

C. Surge, start-up or humanitarian emergencies

21. There were a total of four exceptions granted to the Umoja enterprise resource planning project to post vacancies outside the semi-annual exercise for positions. In addition, the United Nations Mission for Justice Support in Haiti (MINUJUSTH) was allowed to advertise its vacancies outside the new system in order to meet staffing requirements resulting from its start-up (see table 13).

Table 13
ITECNET job openings approved for posting outside the new system

Reason for recruitment	*Positions*
Surge	4
Start-up	1
Total	**5**

IV. Mobility trends

22. The present section provides updated information on current mobility trends for staff members in the Professional, Director and Field Service categories with fixed-term, continuing and permanent contracts. In total, there were 12,329 staff members in the nine job networks in the Secretariat as at 31 December 2017.[7]

A. Distribution of the mobility population as at 31 December 2017

23. Table 14 presents the mobility population by job network.

[7] The figure includes staff members at the Professional, Director and Field Service levels with fixed-term, continuing and permanent appointments. Staff members administered by the United Nations Development Programme and staff members of the International Criminal Tribunal for Rwanda, the International Tribunal for the Former Yugoslavia and the International Residual Mechanism for Criminal Tribunals are excluded.

Table 14
Distribution of mobility population by job network as at 31 December 2017

Job network	*Number of staff members*	*Percentage of mobility population*
MAGNET	2 285	19
POLNET	2 199	18
DEVNET	2 107	17
LOGNET	1 735	14
INFONET	1 515	12
SAFETYNET	1 160	9
ITECNET	945	8
LEGALNET	270	2
SCINET	113	1
Total	**12 329**	**100**

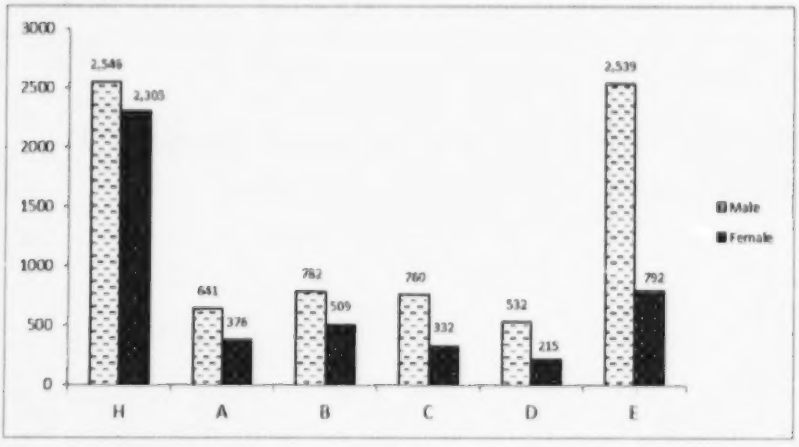
Abbreviations: DEVNET: Economic, Social and Development Network; INFONET: Public Information and Conference Management Network; ITECNET: Information and Telecommunication Technology Network; LEGALNET: Legal Network; LOGNET: Logistics, Transportation and Supply Chain Network; MAGNET: Management and Administration Network; POLNET: Political, Peace and Humanitarian Network; SAFETYNET: Internal Security and Safety Network; SCINET: Science Network.

B. Mobility trends of staff members

24. Figure I illustrates the distribution of staff members in the mobility population as at 31 December 2017, by gender and duty station classification.[8]

Figure I
Mobility population as at 31 December 2017, by duty station classification and gender

(Population: 12,329)

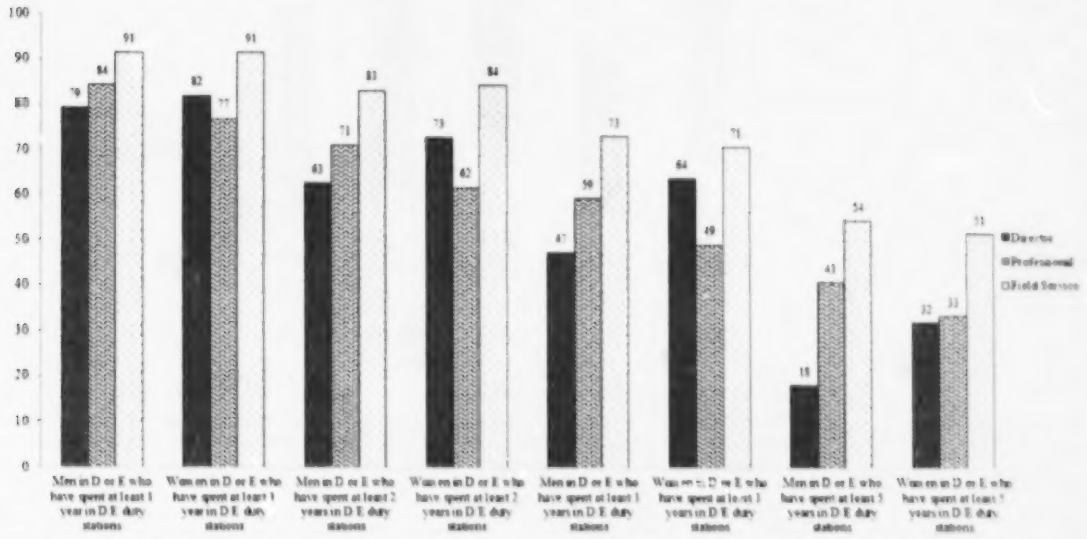


[8] ICSC has placed all duty stations in one of six categories: H, A, B, C, D and E. H duty stations are headquarters and similarly designated locations at which the United Nations has no development or humanitarian assistance programmes, or locations in States members of the European Union. A to E duty stations are field duty stations. Field duty stations are rated on a scale of difficulty from A to E, with A being the least difficult.

25. Figure II displays the percentage of staff members[9] as at 31 December 2017 who spent more than one, two, three or five years in duty stations in the D and/or E category. The figure shows that both male and female staff members tend to remain in hardship duty stations for relatively equal periods of time.

Figure II

Percentage of staff members who have spent more than one, two, three or five years in D and/or E category duty stations as at 31 December 2017, by gender



Note: Following the implementation of Umoja, the approach for these calculations has been aligned with the manner in which continuous service is defined for other human resources purposes.

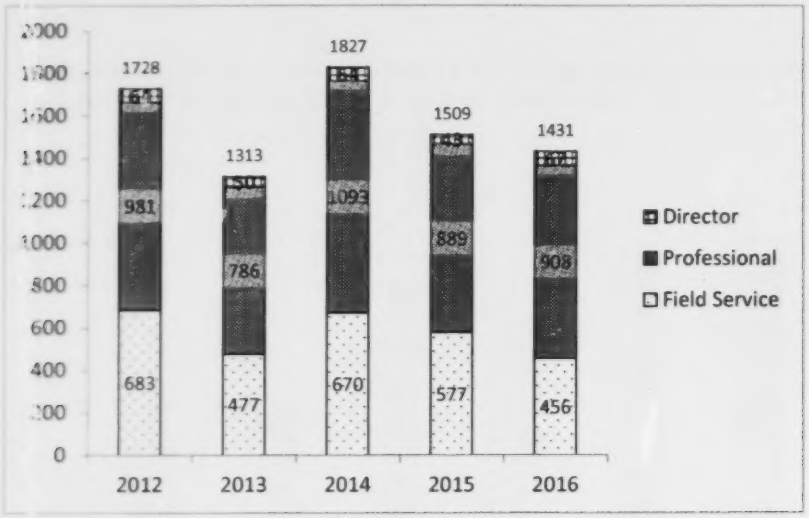
C. Data on geographic moves

26. Figure III displays the number of geographic moves, by category, of one year or longer for the period from 1 January 2012 to 31 December 2016. A geographic move is recorded during the year in which the move is initiated, and is confirmed as such only after the staff member remains at that duty station for a full year. During the past five years, internationally recruited staff members made an average of 1,562 geographic moves. Figure IV reflects the number of geographic moves of one year or longer for the period of 2012–2016 for staff members in POLNET and figure V reflects the same for ITECNET.

[9] Mobility population staff in D or E duty station category positions who have been continuously in regular assignments at the Director, Profession or Field Service categories in duty stations categorized D or E.

Figure III

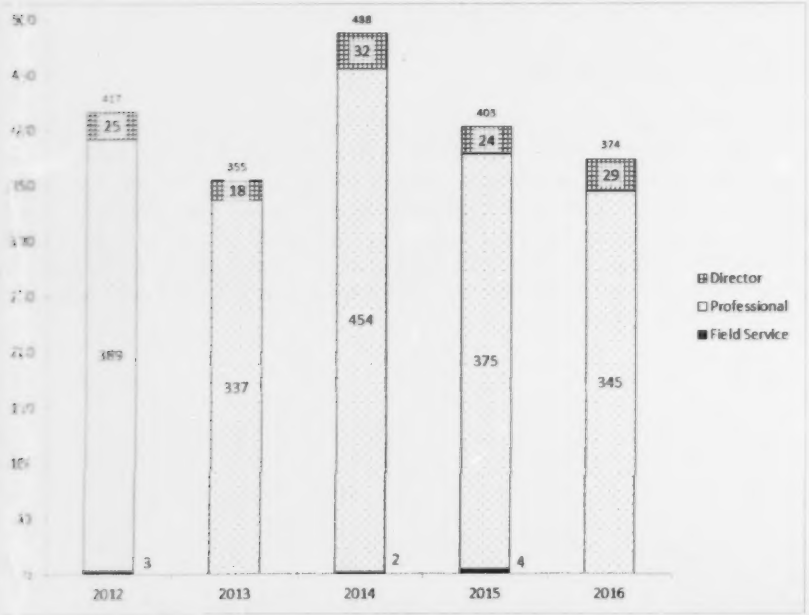
Number of geographic moves by staff members in the Director, Professional and Field Service categories, 2012–2016



Note: Until 2013, geographic moves reflected change of country only; from 2014, the movements include all geographic moves. For example, starting in 2014, if a staff member moved from Gao, Mali, to Bamako, Mali, for longer than a year, that move would count as a geographic move; before 2014, that would not have counted as a geographic move.

Figure IV

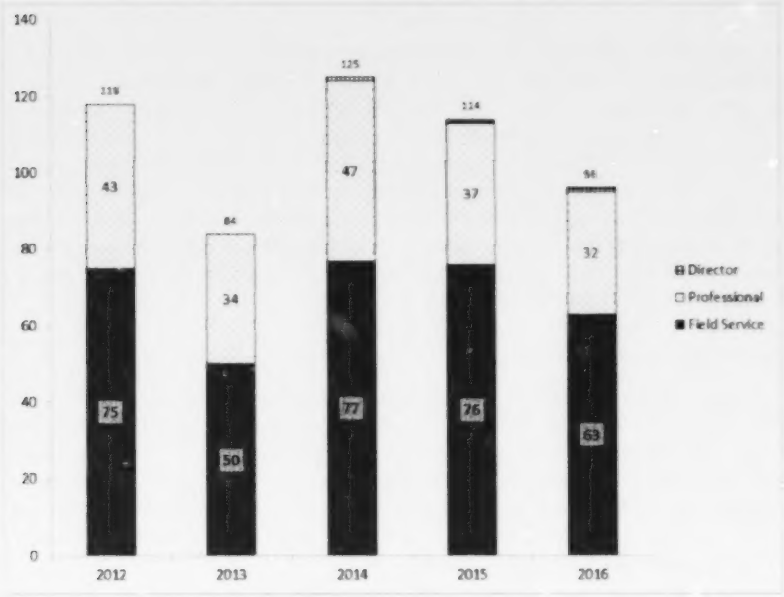
Number of geographic moves by staff members in POLNET in the Director, Professional and Field Service categories, 2012–2016



Note: Until 2013, geographic moves reflected change of country only; from 2014, movements include all geographic moves.

27. In its resolution 68/265, the General Assembly decided that the number of geographic moves for job networks in 2016 and 2017 should not be greater than the average number of geographic moves in those networks in 2014 and 2015. For POLNET, the average number of geographic moves in 2014 and 2015 was 446 (488 in 2014 and 403 in 2015). That number was used as the limit for the average number of moves in 2016 and 2017 in POLNET. As shown in figure IV, the number of geographic moves for POLNET in 2016 did not exceed the limit set. The number of geographic moves for 2017 cannot yet be confirmed, as long-term geographical movements are calculated after the staff member has remained in the duty station for at least one year.

Figure V
Number of geographic moves by staff members in ITECNET in the Director, Professional and Field Service categories, 2012–2016



28. For ITECNET, the average number of geographic moves in 2015 and 2016 was 105 (114 in 2015 and 96 in 2016). That number was used as the limit for the average number of moves in 2017. As indicated in paragraph 27, the geographic moves initiated in 2017 cannot yet be confirmed, as long-term geographical movements can only be calculated after the staff member has remained in the duty station for at least one year. Current data indicate that the limit will not be exceeded for ITECNET for 2017, as the number of staff members recommended for placement in the managed mobility exercise and the total number of positions advertised in the vacancy exercise were significantly lower.

V. Direct and indirect costs of mobility

29. Direct costs of mobility, including recurrent and one-time costs, arise only when staff members change duty stations. The recurrent costs include the non-removal element and the mobility allowance (for a staff member making his or her second move). The one-time costs include relocation grant, assignment grant and travel costs. The actual level of payment varies depending on such factors as the category and

level of the staff member, the size of his or her family, the category and designation of the duty station to which he or she is moving, the duration of the reassignment and the number of previous reassignments undertaken. It is therefore possible that costs will fluctuate from year to year.

30. To provide information on the direct costs of geographic moves, the Secretariat has analysed geographic moves made in the calendar years 2011 to 2015 and the associated payments to derive average direct costs per person per move. The present report provides data for 2015, when 1,509 geographic moves were made by internationally recruited staff members (see figure III above), and a summary of the average direct costs for the period 2011–2012 and for the years 2013, 2014, and 2015 (see table 16 below).

A. Direct costs

31. As indicated in paragraph 27, geographic moves cannot be ascertained until a full year has gone by. Therefore, the results of the geographic moves for 2016 have only just become available. Given that the cost analysis for geographic moves is a manual exercise based on the retrieval of cost information associated with the index numbers of staff members who have made such moves, there has not been time to conduct the analysis of geographic moves made in 2016 prior to the publication of the present report. Therefore, the present report includes the latest available analysis of the costs of the geographic moves made in 2015 (see table 15) and estimates costs for moves in 2016 based on the number of moves in 2016 multiplied by the average costs determined in 2015 (see table 17).

1. Recurrent costs for moves in 2015

32. The Secretariat analysed payroll data to identify recurrent cost payments made to staff members who moved in 2015. In that year, payments were made to 1,509 staff members, 354 of whom moved between non-field entities and 1,155 of whom moved to or from field entities.[10] It should be noted that, owing to the eligibility rules of the mobility allowance, which require that staff members have at least five years of prior consecutive service, some staff members will not begin to receive the allowance resulting from a move in 2015 until a future year.

33. The payments to the 1,509 staff members totalled $10,825,024, of which $1,905,783 was paid to staff members who made a geographic move between non-field entities, while $8,919,241 was paid to staff members who moved to or from field entities (which includes peacekeeping missions and special political missions). The average recurrent costs paid out to each staff member equalled $7,174.

2. One-time costs for moves in 2015

34. Data were also consolidated from the Integrated Information Management System (IMIS) and Umoja travel ledgers for the total one-time costs associated with geographic moves between non-field entities made in 2015. In that year, 354 staff members made a geographic move between non-field entities and one-time costs were identified in connection with 324 of them. A total of $11,219,321 was spent in connection with one-time costs for moves in 2015. The average one-time costs incurred for each of those staff members equalled $34,628.

35. The one-time costs for geographic moves to or from field entities continued to be captured using a combination of data sources, including IMIS and Umoja, in 2015. In that year, 1,155 staff members made a geographic move to or from 37 field entities

[10] See A/71/360, annex, table 1.B, for a list of field and non-field entities.

and one-time costs were identified in connection with 1,008 of them. A total of $19,957,621 was spent in connection with one-time costs for moves in 2015. The average one-time costs paid out to each of those staff members equalled $19,799.

3. Direct costs summary for 2015

36. On the basis of the data provided above, the direct costs associated with geographic moves in 2015 between non-field entities totalled $13.1 million, and the costs associated with moves to and from field entities totalled $28.9 million, for a total of $42.0 million. Given that some staff members who moved in 2015 were not paid the mobility allowance until after the year ended, and that it was not possible to identify all of the one-time costs for the moves to or from field entities, not all costs are reflected in the figures for 2015.

37. Table 15 summarizes the total direct costs for geographic moves in 2015 by movement. Table 16 provides a comparison of the average direct costs for 2011–2012, 2013, 2014 and 2015.

Table 15
Summary of direct costs for geographic moves in 2015

(Millions of United States dollars)

	Recurrent cost	*One-time cost*	*Total*
Staff members who moved across departments or offices away from Headquarters, including the regional commissions (non-field entities)	1.9	11.2	13.1
Staff members who moved from or to field entities	8.9	20.0	28.9
Total	**10.8**	**31.2**	**42.0**

Table 16
Comparison of average direct costs per person per move, 2011-2012, 2013, 2014 and 2015

(United States dollars)

	2011-2012 (per year)	*2013*	*2014*	*2015*
Average one-time cost for staff members who moved across departments, offices away from Headquarters and regional commissions (non-field entities)	48 870	43 745	39 788	34 628
Average one-time cost for staff members who moved from or to field entities	24 292	17 506	15 164	19 799
Average total recurrent cost for each staff member who moved	8 964	9 035	6 283	7 174

4. Direct costs for moves in 2016

38. Given that the geographic moves for 2016 could not be determined until the end of 2017, the full analysis exercise for actual costs for 2016 could not be completed prior to the publication of the present report. In 2016, 1,431 staff members made a geographic move: 396 moved between non-field entities and 1,035 moved to or from field entities. Table 17 reflects the number of moves in 2016 multiplied by the average costs determined in 2015.

Table 17
Estimated summary of direct costs for geographic moves in 2016
(Millions of United States dollars)

	Recurrent cost	*One-time cost*	*Total*
Staff members who moved across departments or offices away from Headquarters, including the regional commissions (non-field entities)	2.1	12.6	14.7
Staff members who moved from or to field entities	8.0	17.9	25.9
Total	**10.1**	**30.5**	**40.6**

B. Indirect costs

39. The indirect costs of administering the new system are related to the establishment of network staffing teams, which provided the full range of administrative support for the system as well as specialized expertise and technology.

40. The network staffing teams are dedicated, temporary full-time structures, responsible for providing substantive and administrative support for the implementation of the new system. The following temporary positions, funded through the redeployment of existing resources, were utilized to support the implementation of the new system in 2017 for Organization-wide functions across POLNET and ITECNET:

(a) 17 network staffing officers in the Professional category, 5 support staff members in the General Service category and 6 subject matter experts released from their substantive departments on a full-time basis;

(b) 5 temporary positions in the Examinations and Tests Section for developing and delivering assessments;

(c) 2 temporary positions in the Planning, Monitoring and Reporting Service for data management and reporting.

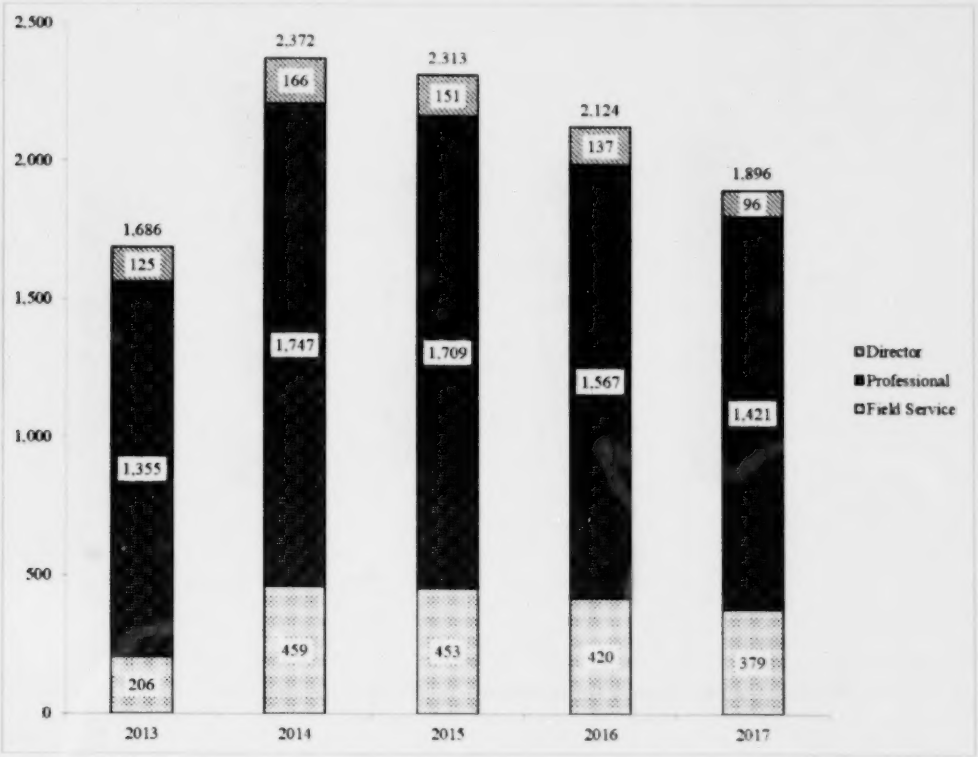
41. Additional support was provided by consultants with specialized expertise to develop and grade assessments and to scale up existing technology to meet the needs of the new system.

VI. External recruitment

A. Number of opportunities for selection

42. Figure VI provides details on the 10,391 opportunities for selection (counted as job openings in the Director, Professional, and Field Service categories) that were advertised between 1 January 2013 and 31 December 2017. The number of opportunities per year varied, ranging from 1,686 to 2,372. The number of opportunities available in 2017 was 1,896.

Figure VI
Number of opportunities for selection by staff member category, 2013-2017



43. Most opportunities occurred in the Professional category, the largest category of staff members in the mobility population, with 7,799 opportunities, representing 75 per cent of the total number available. There were 1,917 opportunities in the Field Service category, representing 19 per cent of the total number available, and 675 opportunities at the Director level, representing 6 per cent.

B. Number of external appointments

44. Figure VII shows the number of external appointments during the period from 1 January 2013 to 31 December 2017.[11] The overall number of external appointments was 3,112, and ranged from 545 to 718 annually. Table 18 shows the proportion of external appointments compared with all job opportunities for selection during the same period, which ranged from 26 to 37 per cent. A total of 2,436 external appointments were available in the Professional category, 490 external appointments in the Field Service category and 186 at the level of Director.

[11] An external appointment is defined as an initial appointment that lasts one year or longer.

Figure VII
Number of external appointments, 1 January 2013 to 31 December 2017

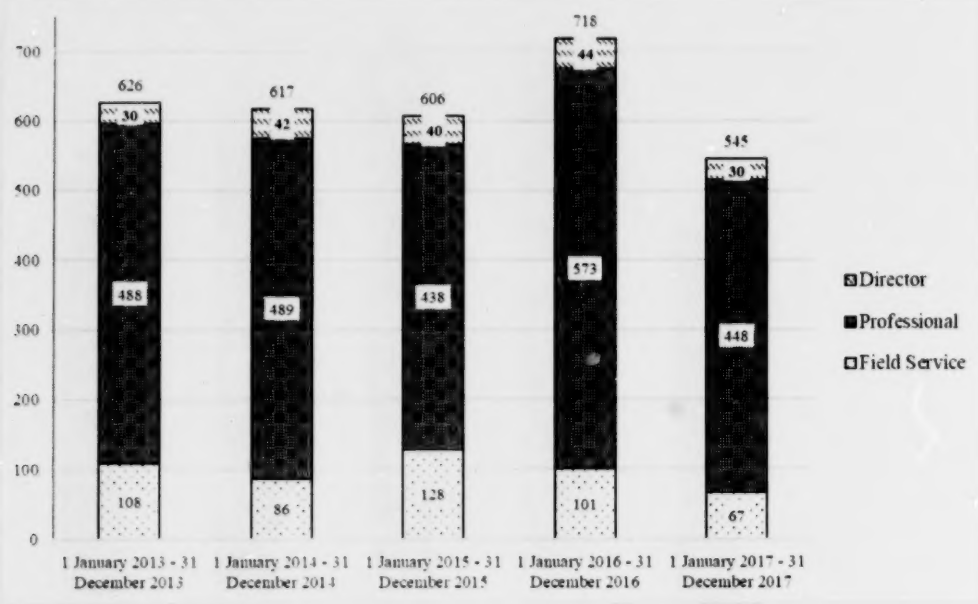


Table 18
Percentage of external appointments to all job opportunities

Period	*Total opportunities*	*Total external appointments*	*Percentage of external appointments to opportunities*
1 January 2013-31 December 2013	1 686	626	37
1 January 2014-31 December 2014	2 372	617	26
1 January 2015-31 December 2015	2 313	606	26
1 January 2016-31 December 2016	2 124	718	34
1 January 2017-31 December 2017	1 896	545	29
Total	**10 391**	**3 112**	**30**

VII. Key performance indicators

45. With the introduction of the new system, five indicators were established to assess the extent to which the objectives of mobility are achieved.

46. Indicator 1 is increased predictability and stability in staffing, as measured by comparing budgetary vacancy rates throughout the Secretariat and assessing whether such rates have become more even across the Secretariat owing to a more strategic deployment of staff members. Table 19 presents the average vacancy rates for regular budget posts in the Professional category and higher at Headquarters, in the main offices away from Headquarters and in the regional commissions, as at 31 December 2016 and 31 December 2017, and table 20 provides the corresponding figures for field operations as at 31 December 2016 and 31 December 2017. It is noted that vacancy rates for the main offices have decreased slightly from the end of 2016 to the end of

2017. Given that the new staffing system was in its early phases of implementation, it is unlikely that it would have had an impact on vacancy rates.

Table 19

Average vacancy rates for regular budget posts in the Professional category and higher at Headquarters, the main offices away from Headquarters and the regional commissions, as at 31 December 2016 and 31 December 2017

	As at 31 December 2016		*As at 31 December 2017*	
	Vacancy rate (percentage)	*Number of approved posts*	*Vacancy rate (percentage)*	*Number of approved posts*
Main office				
Vienna	6.2	174	6.5	174
Geneva	5.2	1 111	4.5	1 111
Nairobi	13.1	215	12.7	215
New York	11	2 142	8.3	2 144
Total, main offices	**8.9**	**3 642**	**8.0**	**3 644**
Regional commission				
Economic Commission for Africa	13.7	240	12.5	240
Economic and Social Commission for Asia and the Pacific	11.7	202	10.5	202
Economic Commission for Europe	4.2	125	6.2	125
Economic Commission for Latin America and the Caribbean	12.5	219	12.6	219
Economic and Social Commission for Western Asia	9.4	123	9.7	123
Total, regional commissions	**10.3**	**909**	**10.3**	**909**

Table 20

Vacancy rates in the Field Service and Professional categories and higher in field operations as at 31 December 2016 and 31 December 2017

	As at 31 December 2016		*As at 31 December 2017*	
Selected missions and offices	*Vacancy rate (percentage)*	*Number of approved posts*	*Vacancy rate (percentage)*	*Number of approved posts*
Thematic cluster I: special and personal envoys of and special advisers to the Secretary-General[a]				
Special Adviser to the Secretary-General on Myanmar	–	4	–	–
Special Adviser to the Secretary-General on Cyprus	10.8	13	11.4	15
Special Adviser to the Secretary-General on the Prevention of Genocide	16.3	8	3.1	8
Personal Envoy of the Secretary-General for Western Sahara	–	2	44.9	2
Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)	4.8	2	25.0	2
United Nations Representative to the Geneva International Discussions	–	6	19.1	6
Office of the Special Envoy of the Secretary-General for Syria[b]	39.6	59	46.5	53
Office of the Special Envoy for the Sudan and South Sudan	19.3	5	15.0	5
Office of the Special Envoy of the Secretary-General for Yemen[b]	24.1	51	33.2	60
Office of the Special Adviser to the Secretary-General on Conflict Prevention, including in Burundi	33.9	25	31.4	25
Office of the Special Envoy of the Secretary-General for the Great Lakes region	31.2	18	30.3	18

Selected missions and offices	As at 31 December 2016		As at 31 December 2017	
	Vacancy rate (percentage)	*Number of approved posts*	*Vacancy rate (percentage)*	*Number of approved posts*
Thematic cluster II: sanctions monitoring teams, groups and panels[a]				
Monitoring Group on Somalia and Eritrea	–	1	28.6	1
Panel of Experts on Liberia	–	–	–	–
Group of Experts on Côte d'Ivoire	46.7	1	–	–
Group of Experts on the Democratic Republic of the Congo	20.0	1	34.2	1
Panel of Experts on the Sudan	15.6	1	–	1
Panel of Experts on the Democratic People's Republic of Korea	7.7	2	23.5	3
Panel of Experts on the Islamic Republic of Iran	–	2	–	–
Panel of Experts on Libya	–	1	17.2	1
Panel of Experts on the Central African Republic	–	1	12.5	1
Panel of Experts on Yemen	30.4	6	34.4	6
Panel of Experts on South Sudan	49.7	1	–	1
Implementation of Security Council resolution 2231 (2015)	79.2	8	32.9	8
Organisation for the Prohibition of Chemical Weapons-United Nations Joint Investigative Mechanism	26.6	21	12.5	21
Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning ISIL (Da'esh), Al-Qaida and the Taliban and associated individuals and entities	33.1	12	12.9	12
Support to the Security Council Committee established pursuant to resolution 1540 (2004) (concerning the non-proliferation of weapons of mass destruction)	–	3	–	3
Counter-Terrorism Committee Executive Directorate	3.6	35	8.4	36
Thematic cluster III: political offices, peacebuilding support offices and integrated offices[a]				
United Nations Verification Mission in Colombia[b]	39.1	91	28.1	117
United Nations Office for West Africa and the Sahel[d]	14.9	38	11.5	38
United Nations Integrated Peacebuilding Office in Guinea-Bissau	14.0	61	15.3	63
United Nations Assistance Mission in Somalia	24.9	161	18.0	159
United Nations Regional Centre for Preventive Diplomacy for Central Asia	9.4	8	4.9	8
United Nations support team to the Cameroon-Nigeria Mixed Commission	0.9	10	0.8	10
Office of the United Nations Special Coordinator for Lebanon	17.4	20	15.8	20
United Nations Regional Office for Central Africa	29.1	29	12.4	29
United Nations Support Mission in Libya	16.0	153	26.4	195
United Nations Assistance Mission in Afghanistan	11.5	375	11.7	355
United Nations Assistance Mission for Iraq	14.0	356	8.5	350
Peacekeeping missions[c]				
United Nations Mission for the Referendum in Western Sahara	21.3	89	8.4	83
United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic	21.8	738	19.7	758
United Nations Multidimensional Integrated Stabilization Mission in Mali	13.8	727	17.4	806
United Nations Stabilization Mission in Haiti	10.9	320	NA	NA

Selected missions and offices	*As at 31 December 2016*		*As at 31 December 2017*	
	Vacancy rate (percentage)	*Number of approved posts*	*Vacancy rate (percentage)*	*Number of approved posts*
United Nations Organization Stabilization Mission in the Democratic Republic of the Congo	14.7	885	15.6	885
African Union-United Nations Hybrid Operation in Darfur	12.3	855	19.3	855
United Nations Disengagement Observer Force	7.1	42	7.1	42
United Nations Peacekeeping Force in Cyprus	5.6	36	10.8	36
United Nations Interim Force in Lebanon	7.0	254	5.0	254
United Nations Interim Security Force for Abyei	24.2	157	13.1	160
United Nations Mission in Liberia	11.9	294	20.9	234
United Nations Interim Administration Mission in Kosovo	17.0	112	14.3	112
United Nations Mission in South Sudan	10.4	926	8.3	921
United Nations Operation in Côte d'Ivoire	29.2	243	NA	NA
United Nations Support Office in Somalia	32.3	375	13.4	344
Others[c]				
United Nations Logistics Base at Brindisi, Italy[d]	17.7	130	18.3	126
Regional Service Centre in Entebbe, Uganda	21.2	146	15.7	134
Support account	10.7	962	11.2	959

[a] Average from 1 January to 31 December 2016 and from 1 January to 31 December 2017.
[b] Includes commitment authority positions.
[c] Represents average authorized number of posts from July to December 2016 and from July to December 2017.
[d] Includes tenant units.

47. Indicator 2 is a more equitable sharing of the burden of service in difficult duty stations as measured by monitoring the number of staff who have served for long periods in D or E hardship locations. Table 21 provides a breakdown of the number of staff members with at least five years of continuous service in D or E duty stations as at 31 December 2017.

Table 21
Proportion of staff members in the mobility population as at 31 December 2017 who have spent more than five years at duty stations in the D or E category[a]

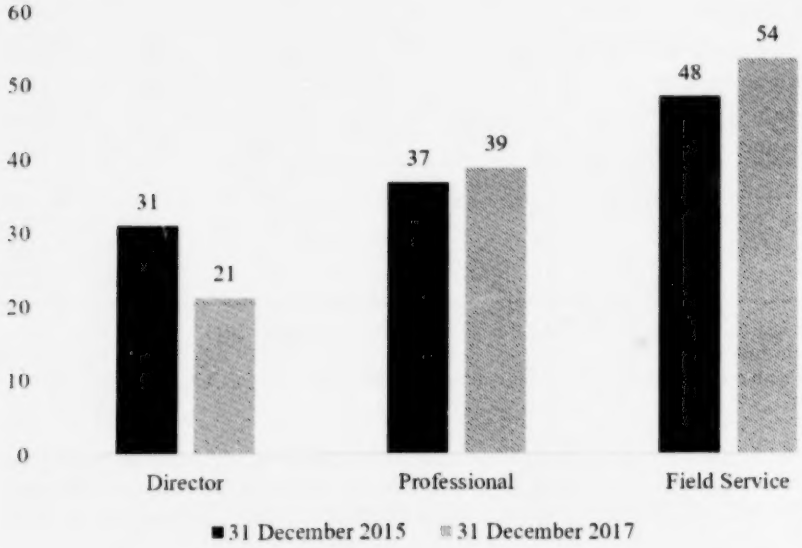
	Mobility population as at 31 December 2017		*Number of staff members at D or E duty stations*		*Number of staff members who have spent five years or more at D or E duty stations*		*Percentage of staff members at D or E duty stations who have spent five years or more in D or E duty stations*	
Category	Men	Women	Men	Women	Men	Women	Men	Women
Director	414	202	72	22	13	7	18	32
Professional	4 835	3 408	1 183	404	481	135	41	33
Field Service	2 551	919	1 816	581	988	299	54	51
Total	**7 800**	**4 529**	**3 071**	**1 007**	**1 482**	**441**	**48**	**44**

Note: Following the implementation of Umoja, the approach for these calculations has been aligned with the manner in which continuous service is defined for other human resources purposes.
[a] Defined as mobility population staff members in D or E duty station category positions who have been continuously in regular assignments at the Director, Professional or Field Service level in duty stations categorized D or E. One year or longer temporary assignments are not included.

48. Figure VIII presents a comparison between the data for indicator 2 as at 31 December 2015[12] and as at 31 December 2017. The data show that there was a decrease at the Director level of those remaining in D or E duty stations for more than five years, while there were slight increases at the Professional and Field Service levels. It should be noted that the data reflect staff members remaining in any D or E duty station, not necessarily in the same D or E duty station.

Figure VIII

Comparison of percentage of staff members at D or E duty stations who have spent five years or more in D or E duty stations, 31 December 2015 and 31 December 2017



49. Indicator 3 is an increase in senior managers (P-5, D-1 and D-2) with geographic mobility. Table 22 provides the percentage of such managers with at least one geographic move as at 31 December 2017. It should be noted that, under the transitional measures put in place in the new system, the eligibility requirement to be considered for promotion to the P-5, D-1 and D-2 levels may include two lateral moves in lieu of the geographic move until 31 December 2020, as stipulated in the current staff selection and managed mobility system (see ST/AI/2016/1, sect. 25). As a consequence, senior managers may have been promoted on the basis of meeting the lateral move requirement and not the geographic move requirement.

[12] The data as at 31 December 2015 from the previous report of the Secretary-General on mobility (A/71/323/Add.1) have been updated using the revised calculation methods for the present report for ease of comparison.

Table 22
Number and percentage of senior staff members who had or had not made a geographic move as at 31 December 2017[a]

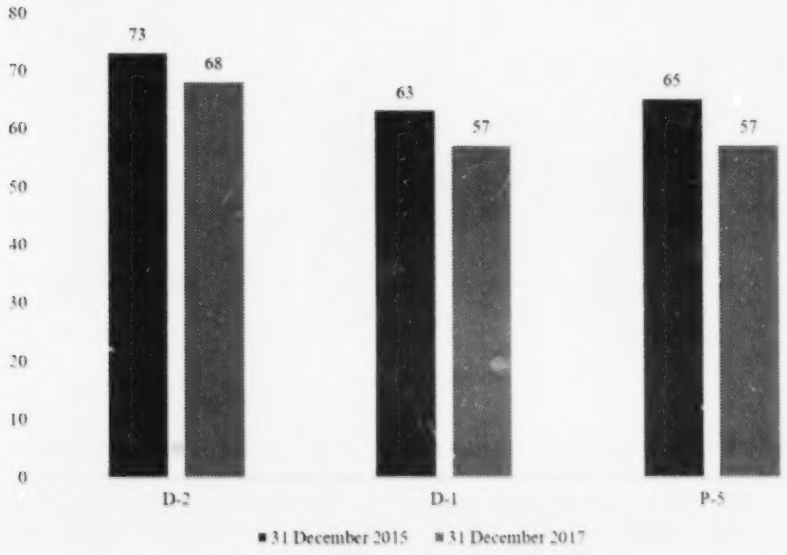
Level	*Senior managers with no geographic moves (a)*	*Senior managers with 1 or more geographic moves (b)*	*Total (a) + (b)*	*Percentage of senior managers with no geographic moves*	*Percentage of senior managers with 1 or more geographic moves*
D-2	100	46	146	68	32
D-1	267	203	470	57	43
P-5	871	644	1515	57	43
Total	**1238**	**893**	**2131**	**58**	**42**

Note: Following the implementation of Umoja, the approach for these calculations has been aligned with the manner in which continuous service is defined for other human resources purposes.

[a] A "geographic move" is defined as service in two different positions in the Professional category at two different duty stations for a continuous period of at least one year in each position.

50. When compared with the data as at 31 December 2015, there were slight decreases in the percentage of senior managers who had no geographic movements (see figure IX).

Figure IX
Comparison of percentage of senior managers with no geographic movements, 31 December 2015 and 31 December 2017



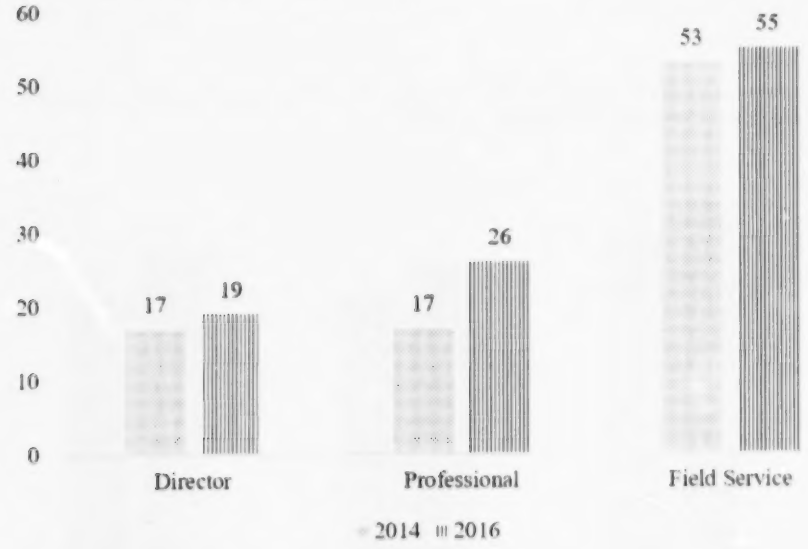
51. Indicator 4 is an increase in the proportion of staff members in family duty stations appointed from a non-family duty station. Table 23 provides the total number of staff members who moved to a family duty station, and the number (and percentage) of those who came from a non-family duty station in 2016, along with the targets set in 2015. The targets represent the distribution of staff members in non-family duty stations as at 31 December 2016. Figure X presents a comparison between the data for indicator 4 as at 31 December 2014 and the data as at 31 December 2016. Compared with 2014, there was a slight increase in all categories

in the number of staff members who moved from non-family to family duty stations, with the largest increase at the Professional level.

Table 23
Moves to family duty stations from non-family duty stations, 1 January to 31 December 2016

Category	*Number of staff members appointed to a family duty station*	*Number of staff members appointed from a non-family duty station to a family duty station*	*Percentage of staff members appointed from a non-family duty station to a family duty station*	*Target (percentage) for staff members at non-family duty stations as at 31 December 2016*
Director	36	7	19	18
Professional	540	143	26	22
Field Service	108	59	55	77
Total	**684**	**209**	**30**	**38**

Figure X
Comparison of percentage of staff members who moved from a non-family duty station to a family duty station, 2014 and 2016

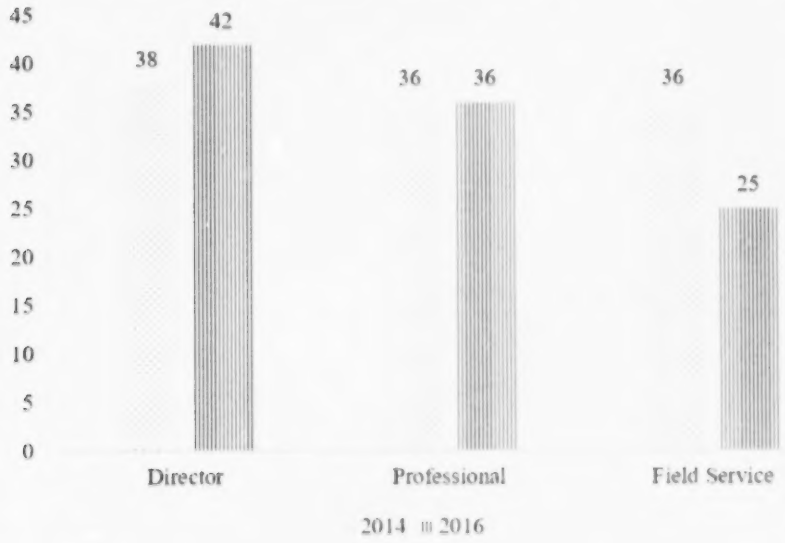


52. Indicator 5 is an increase in the proportion of staff in non-family duty stations appointed from a family duty station. Table 24 provides the total number of staff members who moved to a non-family duty station, and the number and percentage of those who came from a family duty station, along with the related targets. The targets represent the distribution of staff members in family duty stations as at 31 December 2016. Figure XI presents a comparison between the data for indicator 5 as at 31 December 2014 with the data as at 31 December 2016. Compared with 2014, there were minimal changes, with a slight increase in staff members who moved from family to non-family duty stations at the level of Director; and a decrease in those types of moves at the Field Service level.

Table 24
Moves to non-family duty stations from family duty stations, 1 January to 31 December 2016

Category	*Number of staff members appointed to a non-family duty station*	*Number of staff members appointed from a family duty station to a non-family duty station*	*Percentage of staff members appointed from a family duty station to a non-family duty station*	*Target (percentage) for staff members at family duty stations as at 31 December 2016*
Director	31	13	42	82
Professional	368	132	36	78
Field Service	348	88	25	23
Total	**747**	**233**	**31**	**62**

Figure XI
Comparison of percentage of staff members who moved from a family duty station to a non-family duty station, 2014 and 2016



VIII. Action requested of the General Assembly

53. **The General Assembly is requested to take note of the present report.**